



UNITED WAY OF LANE COUNTY

POSITION PROFILE

POSITION: Chief Executive Officer

ORGANIZATION: United Way of Lane County

LOCATION: Springfield/Eugene, Oregon

ORGANIZATIONAL OVERVIEW

Founded in 1942, United Way of Lane County (UWLC) is governed by a forward looking 36-member Board of Directors and 10-member Executive Committee. Our total revenues range from \$4.8 to \$6+ million annually with \$4.2 million in campaign and \$650,000 in grants in FY 2011. The 20 member staff is led by the CEO and a three member senior management team. In 2010, the Board of Directors concluded a three year strategic alignment process resulting in the reorganization of staff, volunteer committees, and community investments to support the *Education, Income, and Health* goals.

To achieve measurable and lasting change, UWLC identifies and builds upon existing community strengths and assets, helps individuals and groups with specific community interests find ways to contribute their time and talents, and supports direct-service programs and community-change efforts. All of this is done in collaboration with diverse partners such as schools, government agencies, businesses, organized labor, financial institutions, community development corporations, voluntary and neighborhood associations, the faith community, and others. The United Way has been working to improve the lives of the citizens of Lane County for close to 70 years. We have moved from simply being a conduit for funds into an organization dedicated to making an impact that lasts.

We were chosen as one of 11 cities nation-wide to participate in the United Way Worldwide Income Mobilization Group, which is dedicating up to \$5 million in consultation services to help selected communities demonstrate measurable gains in the financial stability of working families. UWLC was chosen in part because of its track record of success convening diverse partners to tackle tough human service issues. Examples include: between 1998 and 2008 our *Success by Six* efforts generated the only 5 year decline in abuse rates in Oregon. Over two years the *Latino Medical Access Coalition* reduced hospital emergency visits by monolingual Spanish speaking residents by 50%, and went on to found the *Federally Qualified Health Centers* which now serve some 18000 patients annually. Other factors in UWLC's selection include a stable and visionary Board of Directors, and the potential to utilize volunteer center and 211 resources to further the work.

UWLC's greatest asset is the community trust and the respectful relationships it has established among service providers, governmental, and institutional partners. This is underscored by the strength, momentum, and partnerships that characterize the current *Success by Six Promise Neighborhood Initiative* and the *100% Access to Healthcare Coalition*. These efforts are literally transforming the early childhood and healthcare access systems in Lane County. Both initiatives have the trust, commitment, and the significant resources by many leading institutions in our community.

MISSION STATEMENT

- Improving lives through the caring power of community.

STRATEGIC PRIORITIES & 2020 GOALS

EDUCATION: Preparing children for success in school and life.

- By 2020, the majority of children entering public schools in Lane County demonstrate basic literacy proficiency and adequate social/emotional development.

INCOME: Moving families from poverty to financial stability.

- By 2020, increase the percentage of households between 100% and 200% of the federal poverty level that can pay their bills for at least two months after losing their main source of income.
- By 2020, increase the percentage of households that are over 200% of the federal poverty level.

HEALTH: Ensuring people have access to basic health care.

- By 2020, connect an additional 15,000 uninsured or underinsured Lane County residents to a community-based system of health care.

STRATEGIC BUSINESS MODEL

- Energize and inspire people to advance the common good: *LIVE UNITED – Give, Advocate, Volunteer.*
- Galvanize community action to make measurable gains on Education, Income and Health by:
 - o Researching, reporting, and championing health and human service needs in Lane County.
 - o Adopting compelling measurable community goals
 - o Reporting community progress regularly
 - o Promoting evidenced-based practices
 - o Building action partnerships across all sectors of the community
 - o Improving access to services and volunteer opportunities,
 - o Increasing and diversifying resources available for the work

REPORTING RELATIONSHIPS

The CEO reports to the United Way of Lane County's Board of Directors. The scope of this position is broad, requiring the executive to establish and maintain effective relationships with persons at all levels within the community including corporate executives, labor representatives, other funding organizations, human needs organizations, government representatives, other United Ways (both local and national), and representatives of all other constituencies. A close working relationship with the senior management team and general relationships with entire staff is required.

POSITION SUMMARY

The CEO is responsible for leading, managing, and administering all aspects of the organization including: coordinating board of directors' activities; directing and encouraging development efforts; building relationships and communicating effectively with all stakeholders, donors, partner

agencies, etc.; championing the organization's community impact agenda; and providing strategic planning and administrative guidance. The CEO provides innovative, collaborative leadership for the United Way in developing financial resources and in identifying and responding to community priorities in human needs.

CORE RESPONSIBILITIES

1. Provide Leadership and Coordination of Board Activities

Serve as principal professional resource to the chair of the board and key volunteer committees of the board and assist in matters of policy formation and interpretation.

- Implements the policies established through the administration of the organization and its activities.
- Manage recruitment and development of board members representative of entire community.
- Work with board to identify and initiate appropriate issues requiring policy decisions/actions and assure implementation.
- Assure the continuity of volunteer direction for the United Way through a program of cultivation, recruitment, and motivation of community leadership.

2. Ensure Relationship Building

- Maintain leadership role among United Way constituents.
- Play key role in community/task forces that deal with significant community issues.
- Meet with community decision makers and community groups.
- Maintain regular communication with major donor groups.
- Assure involvement of organization's diverse constituents.
- Represent the United Way throughout Lane County.
- Cultivate and develop cooperative relationships among service providers, funding sources, planning bodies, and community groups to plan for, fund, and implement an effective community impact agenda and human services system.

3. Direct and Provide Leadership for Development Efforts

- Provide leadership in developing the creative strategies and plans for achieving financial goals and growth of the annual fundraising campaign and creating a diversified approach to attracting other financial resources.
- Provide leadership in developing programs to attract new donors, decrease donor churn and deepen current donor support by expanding donor relationship programs and creating new and innovative ways for people/markets to connect and support UW.

4. Champion the UWLC's Strategic Community Impact Agenda

- Assess community needs and identify appropriate roles for United Way in addressing them.
- Assure prudent and strategic investment of United Way resources.
- Position United Way to advocate improvement of health and human services practices according to the values and resources of the community.
- Create effective internal alignment of all organizational functions/staff to carry out a community impact agenda.
- Enhance capabilities of partner agencies to respond to local community needs and to build the capacity of their own organization.

5. Communicate Effectively with Stakeholders

- Enhance public awareness, understanding, and support of human needs through coordinated marketing and communications.
- Ensure community engagement and dialogue to understand public perceptions and needs.
- Create and build awareness of United Way's role in the community.
- Act as the primary spokesperson of United Way goals and objectives and be an active participant in key community organizations.
- Interpret the functions of United Way to the community through direct involvement and through public relations program.

6. Guide Strategic Planning and Operational Excellence

- Establish organizational plans, policies, and procedures as necessary for effective operations.
- Research and evaluation of external, social, community, and economic factors which would impact the future direction of the organization.
- Assist staff in development, execution, and monitoring progress of annual functional work plans.
- Ensure proper stewardship of and accountability for overall operational and fiscal integrity of the organization within established policies.
- Create, implement, and maintain effective systems and processes that help people work effectively and communicate and collaborate efficiently.
- Maintain an organization with competent, diverse staff that will accomplish goals and work plans effectively and assure continued professional development.

- Foster an environment that develops strong teams and empowers staff, allowing them to deal effectively with critical issues and opportunities.

CANDIDATE QUALIFICATIONS

A minimum of a Bachelor's Degree with at least 5 years of progressively responsible experience at the executive/senior level of another United Way; other nonprofit organizations, or, as a business/public sector executive with leadership experience within a nonprofit volunteer organization is required. This position also requires the CEO to have: a demonstrated ability to think and act strategically; have familiarity with economic and community development issues; have exceptionally strong communication, listening, and relationship management skills; a proven track record in fund raising; project management; and operational/fiscal management.

In addition to the above, the candidate of choice will present a profile that closely matches the qualifications outlined below:

- Proven success in resource generation/ investor relationship management
- Proven change leader with strategic perspective and effective communicator
- Experience in strategic & operational management
- Evidence of staff, team, and leadership development
- Unquestionable integrity
- Results oriented and,
- Inclusive in working with others

INITIAL PRIORITIES

- *Enhance organizational excellence*
- Increase revenue
- Move the needle on community impact
- Build strong stakeholder/community relations

CONTACT

Qualified candidates should send a resume and cover letter via email to: Executive Search Committee, c/o PacificSource Health Plans, Human Resources Department, at hr@pacificsource.com.